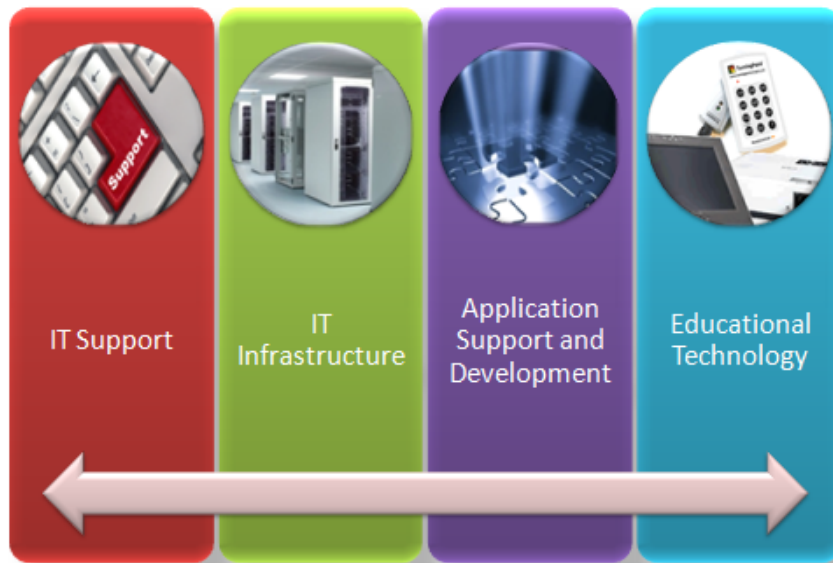


1. Department: Information Technology (IT) Strategic Plan

The IT Department consists of 4 Main Areas



IT Support- Support for faculty, classrooms and students in resolving IT issues related to their day to activities

IT Infrastructure- development, planning and maintenance of core network, server and application infrastructure

Application Support and Development- Support of the college's corporate and learning applications and development of college based applications where needs exist which cannot be met from the existing application portfolio or through purchase of best of breed solutions

Educational Technology – Management of the college's e-learning infrastructure and other educational technology resources. Strategic alignment with LIM Department to improve the effective use of Learning Technologies in teaching and learning practices.

The IT Management Plan consists of two components:

Operating Approach- this is the overall guiding standard which drives all IT Department planning activities

Operating Principles- These are specific principles that guide all implementation and operating strategies.

From this strategic level, these principles will be further broken down into *operational strategies* with clear *operational outcomes*

A. Operating Approach

There currently exists a great divide between many educators and students in the use of ICTs (Information and Communication Technologies). Currently, most higher education students have been born since the advent of the Personal Computer. They are digital natives, quickly adapting to a world where ICTs pervade every aspects of their everyday lives. On the other hand, many educators are digital immigrants, having to adapt to the challenge of the arrival of these new tools for learning that their students take for granted.

The role of the IT Department should not stop with focusing on only technical service delivery to improve administrative efficiencies. But should also focus on ensuring that systems and resources as well as training and professional development are provided to faculty make sure that they are able to use ICTs as effective tools to transform teaching and learning for the digital age. In short ICTs should be made integral to learning

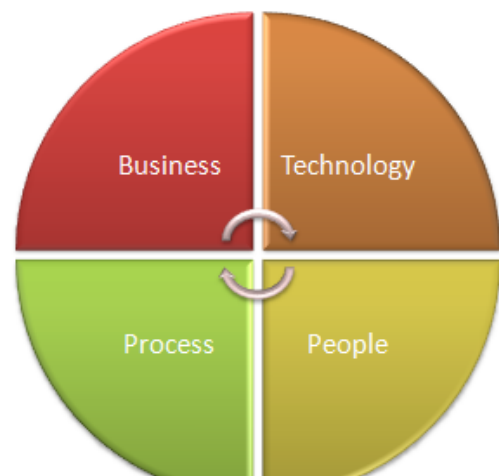
A1. Portfolio Management

Effective Departmental practices should be delivered through robust governance structures, involving key stakeholders in the decision making process. ICT operations within the ECAE should exist as a *portfolio*. Within this portfolio various *programs* should exist, which are decided through governance structures and focused stakeholder engagement. Each program should contain a number of *projects* designed to deliver the required benefits and outcomes of each *program*. Each project should be carefully managed to ensure that benefits are being realized, this can be achieved through the use of *quality gates* which the project must pass through to continue operational funding and resource allocation. The following questions should be continually asked to ensure that perceived benefits of ICT investments are being realized:

- Are we doing the right things?
- Are we doing them the right way?
- Are we doing them well?
- Are we getting the benefits?

A2. Operational Model

Technology and ICT infrastructures are only one piece of the management challenge. Decision making should be driven around four key elements: The *Business*, *Technology*, *People* and *Processes*. If one element is neglected, the



organization or project will run, but run poorly. If two or more components are neglected, it is likely that failure will ensue. High levels of performance come when all elements are optimized.

Business: Any ICT implementation must be aligned closely to business strategy. ECAE's technology operations must be aligned to the business and teaching and learning directions of the college. ICT is simply a tool and an enabler. To be effective it needs to align with the mission and drivers of the college.

Technology: This includes hardware, software, management systems, disaster recovery, redundancy and integration components.

People: People play a major part in any organization, this ranges from stakeholder engagement, governance structures, recruiting and retaining sufficient numbers of skilled support personnel. It also includes the provision and maintenance of appropriate training and professional development in the use of ICTs for administrative, technical and faculty staff members.

Process: Process design and reengineering is paramount in the effective use of ICTs. This includes technical processes such as information processing, data backup and recovery, help desk process design, benchmarking, information architecture design, information storage and retrieval processes and change management. But it also involves human elements such as document and workflow management, outsourcing processes, purchasing and procurement, business intelligence and service level agreements. Effective management of the IT Department involves considering and managing all four components to achieve balance and efficiency.

B. Operating Principles

The following principles will guide all IT Department implementations. They act as high level guidelines which will inform operational strategies which will be developed as part of the *IT Management Plan*.

B1. Service

The IT Department will develop operational policies and procedures to position itself as a quality provider of support related services to students and faculty. These processes will constantly aim to improve responsiveness, support delivery and stakeholder satisfaction.

Success factors:

- Satisfaction levels of staff and students who have accessed IT support
- Help Desk job clearance statistics
- Tri annual Staff IT satisfaction survey results

Strategic Alignment

- ECAE 1.5

B2. Sustainability

All projects which are implemented should be evaluated for sustainability in terms of available resources across the four quadrants of *Business, Technology, People and Process*. The IT Department will continue to provide high level advice to the Vice Chancellor and Director of Corporate Services and to advocate for sufficient monetary, physical and human resources to ensure that all projects which are implemented are sustainable in the longer term and meet the business and teaching and learning needs of the College. Balance must also be maintained between ongoing support initiatives and activities to build the capacity of IT systems and processes to deliver college related services.

Success factors:

- Staff satisfaction surveys of IT staff
- Ability of IT staff to meet the current and emerging IT demands of the College
- Ratio of innovative IT projects compared to day to day operations

Strategic Alignment

- ECAE 1.2
- ECAE 1.5

B3. Stability

The IT Department will implement strategies to improve the stability of the current IT systems on campus. This includes planning for the replacement and consolidation of existing systems, building of redundant systems to protect against single points of failure and investigating outsourcing and service level agreements to improve repair and replacement of aging systems to reduce system down time. Invest in system monitoring technologies and other proactive strategies to monitor, manage and troubleshoot system level bottlenecks and possible failure points before they occur.

Success factors:

- Staff satisfaction survey results on the state of the College IT Infrastructure
- System up/down time for key systems (eg network, email, file servers, Power campus, BlackBoard, HR systems etc)

Strategic Alignment

- ECAE 1.5

B4. Scalability

The IT Department will constantly seek to review existing and new technology implementations to ensure that capacity exists for future growth and expansion. System purchases and implementation strategies are required to incorporate scalable designs for greater flexibility in order to be responsive to future periods of rapid growth or unexpected expansion.

Success factors:

- Time period between requirement and commissioning new servers/ systems
- Ability to predict and meet growing storage requirements

Strategic Alignment

- ECAE 1.5

B5 Security

The design and implementation of ICT Systems within the College will meet reasonable levels of security consistent with the level of confidentiality or risk involved with the related systems. Security should be sufficient to protect keys systems and infrastructure, but not so unreasonably high to make systems and services difficult to use and access. In short, the level of security should match the systems and data they are protecting. System integration is also covered in this principle, as the college should move towards central authentication and single sign on models.

Success factors:

- IT user satisfaction survey results
- Number of security breaches
- Response times and level of loss/ damage if a breach should occur

Strategic Alignment

- ECAE 1.5

B6. Strategic Alignment

The IT Department will seek to align its operations and implementation strategies to align more closely with the academic goals and mission of the College. This will ensure that departmental activities and implementations are consistent with the pedagogical needs and requirements of faculty in order to deliver appropriate 21st Century tools to support teaching and learning.

Success factors:

- Staff adoption of (and authentic use of) new technologies in their teaching and learning
- Staff satisfaction survey results

Strategic Alignment

- ECAE 1.2
- ECAE 1.5
- ECAE 2.2
- ECAE 6.5

B7. Standardization

Where possible the IT Department will strive to adopt principles of standardization in the roll out of hardware and software. The balance must be found to ensure that standardization practices improve the ease of use of the technology by staff and faculty rather than hinder it.

Success factors:

- Internal measures of the number different workstation/ classroom configurations
- Staff and student satisfaction survey results

Strategic Alignment

- ECAE 1.5